WRAY EXECUTIVE SEARCH

TITLE OF JOB: **Vice President of Operations**

LOCATION: **Midwest**

SUMMARY:

A growing multi-unit early childhood education franchisee is seeking an accomplished **Vice President of Operations** to lead operational performance across a portfolio of 12 locations, with additional growth and brand additions planned.

The Vice President of Operations will serve as a senior leader within the organization, responsible for driving operational excellence, developing high-performing teams, improving financial results, and maximizing the enrollment and capacity of each business. This individual will work closely with franchisee leadership and partner cross-functionally with Marketing, Development, Human Resources, and other functional leaders to support both the existing portfolio and continued expansion.

The ideal candidate is a **high-energy, people-focused operations leader** who combines strong business and financial acumen with an ability to motivate, coach, and develop teams. This leader must be equally comfortable analyzing operating metrics, visiting the businesses in the field, coaching leaders, addressing performance opportunities, and communicating strategic priorities throughout the organization.

RESPONSIBILITIES:

Multi-Unit Operations Leadership

- Provide day-to-day operational leadership across operating locations, with responsibility expanding as the organization grows.
- Establish consistent operating standards, expectations, and accountability across all locations.
- Periodically visit the Academies to maintain a strong field presence to assess performance, support leaders, and identify opportunities for improvement.
- Execute operating plans designed to improve enrollment, membership, profitability, employee engagement, family and customer satisfaction, and overall business performance.
- Identify operational challenges and implement practical, scalable solutions across the portfolio.
- Ensure Academies consistently deliver a high-quality experience for children and families at the academies while maintaining appropriate regulatory, safety, and brand standards.

Enrollment, Membership & Capacity Growth

- Lead operational initiatives designed to increase enrollment or membership and maximize available capacity across the portfolio.
- Analyze enrollment, classroom utilization, staffing, waitlists, conversion, retention, and other capacity-related metrics to identify opportunities for growth.
- Partner with business leaders to develop location-specific action plans for underutilized classrooms.
- Ensure staffing models and operational processes support the organization's ability to accept and successfully serve additional children and clients.
- Collaborate closely with Marketing to align lead generation, conversion, community engagement, and local marketing efforts with available business capacity.

Leadership & Team Development

- Serve as a visible, motivational leader who creates a culture of accountability, collaboration, development, and high performance.
- Coach and develop businesses and multi-unit leaders, strengthening the organization's leadership bench as the business expands.

- Improve employee engagement and retention through strong leadership practices, communication, recognition, and career development.
- Foster a culture in which leaders take ownership of their people, operating results, and overall experience.

Financial & Performance Management

- Maintain strong ownership of the financial and operational performance of the business portfolio.
- Analyze P&Ls, budgets, labor, enrollment, staffing, revenue, operating expenses, productivity, capacity utilization, and other key performance indicators.
- Translate financial and operational data into clear action plans for business leaders.
- Identify performance trends and opportunities at both the individual business and portfolio level.
- Partner with franchisee leadership on annual budgeting, forecasting, capital planning, and performance objectives.

Communication & Organizational Leadership

- Communicate organizational priorities clearly and consistently throughout the field organization.
- Demonstrate exceptional written and verbal communication skills, with the ability to engage audiences ranging from front line employees to senior leadership and external partners.
- Lead effective operating meetings, performance reviews, leadership sessions, and field communications.
- Present operational and financial results to ownership with clear analysis, recommendations, and action plans.
- Build trust and credibility through transparency, responsiveness, follow-through, and consistent leadership.

REQUIREMENTS:

- Significant **multi-unit operations leadership experience**, ideally within early childhood education, education services, franchising, multi-site consumer services, hospitality, retail, healthcare, health and wellness or another people-intensive service environment.
- Demonstrated success leading a geographically concentrated portfolio of multiple operating locations.
- Strong financial and business acumen with demonstrated experience analyzing P&Ls and operational and financial KPIs.
- Ability to use data to diagnose performance issues, establish priorities, and develop actionable improvement plans.
- Track record of improving revenue, profitability, productivity, utilization/capacity, customer experience, or comparable operating metrics.
- Excellent written, verbal, presentation, and interpersonal communication skills.

FOR POSITION REQUIREMENTS AND SPECIFICATIONS PLEASE CONTACT:

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Wray Executive Search shall provide equal employment opportunity to all qualified candidates, and will refer candidates without regard to race, color, religion, national origin, sex, age, disability, veteran candidates without regard to race, color, religion, national origin, sex, age, disability, veteran status or any other legally protected basis. Wray Executive Search shall comply with all applicable laws, rules and regulations in the performance of duties pursuant to this Agreement, including but not limited to, Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act, and state and local anti-discrimination laws to the extent applicable.